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United Nations Children's Fund
Executive Board
Second regular session 2010
7-9 September 2010
Item 2 of the provisional agenda

Provisional annotated agenda, timetable and organization of work

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Provisional annotated agenda

1. Opening of the session

The Executive Board will hear statements by the President of the Executive Board and the Executive Director.

Organizational and procedural matters

2. Adoption of the provisional annotated agenda, timetable and organization of work

For action [E/ICEF/2010/15]

The provisional agenda has been prepared in consultation with the Bureau of the Executive Board based on the programme of work adopted by the Executive Board at the 2009 second regular session. The Executive Board is requested to adopt the agenda for the session, making any amendments it considers necessary.

3. Proposed programme of work for the Executive Board sessions in 2011

For action [E/ICEF/2010/16]

The proposed programme of work is based on Executive Board decisions and on suggestions by the secretariat. It has been prepared in consultation with the Bureau of the Executive Board and is presented to the Executive Board for approval. Once adopted, it serves as a framework for setting the agenda for 2011 Executive Board sessions, subject to decisions by the Executive Board and modifications introduced in consultation with the Bureau of the Executive Board.

Programme and policy matters

4. Oral report on the UNICEF follow-up to recommendations and decisions of the UNAIDS Programme Coordinating Board meetings

For discussion [E/ICEF/2010/CRP.21]

The Executive Board will hear an oral report on the implementation of the recommendations and decisions of the 24th, 25th and 26th Programme Coordinating Board meetings, held in June and December 2009 and June 2010. A brief background document is available on the UNICEF Executive Board website.

5. Oral report on the contribution of UNICEF to capacity development

For discussion [E/ICEF/2010/CRP.20]

In accordance with a request made by the Executive Board, the Board will hear an oral report on the contribution of UNICEF to capacity development. Based on the overall framework for Capacity Development adopted by the United nations Development Group, the report outlines the approach of UNICEF to building the capacity of national and subnational partners, community groups, families and caregivers as a contribution to realizing the rights of children and women. A brief background document is available on the UNICEF Executive Board website.

6. Proposals for UNICEF programme cooperation

(a) Approval of revised area and country programme documents discussed at the 2010 annual session

For action

At the 2010 annual session, the Executive Board discussed 13 draft country and area programme documents (Azerbaijan, Belarus, Cambodia, China, Democratic People's Republic of Korea, Georgia, Iraq, Malaysia, Myanmar, Area programme for Palestinian children and women, Serbia, Swaziland and Turkey). The comments made were shared with the respective country offices, and the draft country programme documents were revised as appropriate and posted on the UNICEF website within six weeks of the session. The Executive Board will approve the country and area programme documents on a no-objection basis unless at least five members have informed the secretariat in writing of their wish to bring a particular country programme before the Executive Board for discussion.

(b) Draft country programme documents

For action

The six country programme documents noted below are presented to the Executive Board for discussion and comment, and for approval of the aggregate totals of estimated regular and other resources in the programme budget. The summary results matrix for each country programme document is posted on the UNICEF Executive Board website, and the United Nations Development Assistance Framework results matrices are available through the UNICEF Executive Board website, where applicable. Also available on the website, in accordance with Executive Board decision 2008/17, are the consolidated results and performance data for the previous programme cycles of each of the six draft country programmes.

Taking into account the comments made at the second regular session, the draft country programme documents will be revised and posted on the UNICEF Executive Board website, at the latest, six weeks after the second regular session for further review by members of the Executive Board. The revised country programme documents will be approved by the Executive Board on a no-objection basis at the 2011 first regular session unless at least five members have informed the secretariat in writing of their wish to bring a particular country programme before the Executive Board.

The six draft country programme documents for this session will be presented by region:

East Asia and the Pacific
- Indonesia (E/ICEF/2010/P/L.27)

East and Southern Africa
- Somalia (E/ICEF/2010/P/L.22)
- Zambia (E/ICEF/2010/P/L.23)

South Asia
- Maldives (E/ICEF/2010/P/L.28)

The Americas and the Caribbean
Uruguay (E/ICEF/2010/P/L.25)

West and Central Africa
Burkina Faso (E/ICEF/2010/P/L.24)

(c) Midterm reviews of country programmes

For discussion

These regional summaries of midterm reviews of ongoing country programmes specify, inter alia, the results achieved, lessons learned and the need for any adjustment in the country programmes. The Executive Board is requested to review the reports and to provide guidance to the secretariat, if necessary. The following seven reports will be presented and discussed at this session:

(i) Central and Eastern Europe and the Commonwealth of Independent States region (E/ICEF/2010/P/L.21) covering the midterm reviews of country programmes in Croatia and the Republic of Moldova;

(ii) East Asia and the Pacific region (E/ICEF/2010/P/L.19) covering the midterm reviews of country programmes in Lao People's Democratic Republic, Mongolia and Thailand;

(iii) East and Southern Africa region (E/ICEF/2010/P/L.16) covering midterm reviews of country programmes in Eritrea, Ethiopia, Madagascar, Malawi and Zimbabwe;

(iv) Middle East and North Africa region (E/ICEF/2010/P/L.26) covering midterm reviews of country programmes in Algeria, Egypt, Morocco, Oman, Syrian Arab Republic, Tunisia and Yemen;

(v) South Asia region (E/ICEF/2010/P/L.20) covering midterm reviews of country programmes in India, Maldives and Nepal;

(vi) The Americas and the Caribbean region (E/ICEF/2010/P/L.18) covering midterm reviews of country programmes in Belize, Brazil, Dominican Republic, El Salvador, Honduras, Jamaica, Panama and Paraguay;

(vii) West and Central Africa region (EICEF/2010/P/L.17) covering midterm reviews of country programmes in Central African Republic, Gabon, Gambia, Sao Tome and Principe, and Senegal.

(d) Recommendation for approval of additional regular resources for approved country programmes

For action [E/ICEF/2010/P/L.29]

The Executive Board is requested to approve additional regular resources for 47 approved country programmes that require regular resources beyond the levels originally approved by the Executive Board. This requirement results from the application of the modified system for the allocation of regular resources and global regular resources available for programmes in 2010, 2011 and 2012.

(e) Extension of cooperation with Rotary International for polio eradication

For action [E/ICEF/2010/P/L.30]

The Executive Board is requested to approve a five-year extension of the cooperation with the PolioPlus programme of Rotary International, in accordance with the terms of the original Executive Board document (E/ICEF/1990/P/L.35).

(f) Extension of the Vaccine Independence Initiative

For action [E/ICEF/2010/P/L.31]

The Executive Board is requested to approve the extension of the Vaccine Independence Initiative for the period 2011-2015, in accordance with the terms of the original Executive Board document (E/ICEF/1991/P/L.41).

Evaluation and audit matters

7. Annual report on the evaluation function and major evaluations

For discussion [E/ICEF/2010/18]

This annual report is prepared in response to Executive Board decisions 2008/4, 2008/22 and 2009/18, which requested UNICEF to report annually to the Executive Board on the evaluation function and on findings and recommendations of major evaluations. The report provides information on global developments in evaluation, the current state of the evaluation function in UNICEF at country, regional and global levels, and outlines progress in strengthening the decentralized evaluation function.

8. Annual report on internal audit activities

For discussion [E/ICEF/2010/AB/L.5 and E/ICEF/2010/AB/L.6]

This annual report on internal audit covers the activities of the Office of Internal Audit in 2009. The Executive Board will also have before it the response by management to the key and recurrent findings identified in the annual report, including an explanation of recommendations that have remained open for 18 months or more, as necessary, as requested by the Executive Board in decisions 2006/18, 2007/17, 2008/23 and 2009/19. In addition, the annual report of the UNICEF Audit Advisory Committee is available on the UNICEF Executive Board website.

9. Report of the Ethics Office of UNICEF

For information [E/ICEF/2010/17]

The report to the Executive Board on the activities of the Ethics Office of UNICEF, which covers the period of 15 August 2008 to 31 December 2009, is presented at the request of the Executive Board. It has been submitted to the United Nations Ethics Committee for review and recommendations, which have been incorporated. During the period under review in this report, the main activity was management and administration of the UNICEF policy on financial disclosure.

Resource, financial and budgetary matters

10. Private fundraising: financial reports and financial statements for the year ended 31 December 2009

For discussion [E/ICEF/2010/AB/L.4]

This report is presented annually to the Executive Board for review and comment.

11. Medium-term strategic plan: planned financial estimates for the period 2010-2013

For action [E/ICEF/2010/AB/L.7]

Further to Executive Board decision 2000/3, a medium-term financial plan is presented with the UNICEF medium-term strategic plan, and the estimates on which the financial plan is based are reviewed and revised annually. This report contains the planned financial estimates for the period 2010-2013, which provide a basis for determining the level of regular resources programme submissions for approval in 2011. It is presented to the Executive Board for approval.

12. Road map to an integrated budget: cost classification and results-based budgeting — Joint report of UNDP, UNFPA and UNICEF

For action [E/ICEF/2010/AB/L.10]

This joint report is presented to the Executive Board in accordance with its decision 2009/20. Pursuant to the joint road map to an integrated budget prepared by the United Nations Development Programme, the United Nations Population Fund and UNICEF, this joint report describes (a) proposed cost definitions and classifications of activities and associated costs for inclusion in 2010-2013 budget documents of the three organizations; and (b) results of the review of results-based budgeting models and methodologies, and the implications for improved linkages between the institutional and management results in the strategic plans and the resources required to achieve the results.

13. Progress made in human resources management in UNICEF

For discussion [E/ICEF/2010/AB/L.9]

The report, presented at the request of the Executive Board, confirms the increasingly critical role that human resources play in the achievement of the mission and goals of UNICEF. The report details current staffing profiles and structures and recent trends. It describes the strategic workforce planning taking place to address the main challenges and opportunities before the organization: to ensure a consistent supply of talent as well as appropriate human resource frameworks and processes to cover the wide range of operational needs of UNICEF.

14. Progress report on the implementation of the International Public Sector Accounting Standards (IPSAS)

For information [E/ICEF/2010/AB/L.8]

The Executive Board will receive an update on progress in the implementation of IPSAS by UNICEF in accordance with Executive Board decisions 2007/3 and 2009/7.

Other matters and adoption of draft decisions

15. Other matters

The Executive Board may consider discussing any other issue under this agenda item.

16. Adoption of draft decisions

17. Closing statements by the Executive Director and the President of the Executive Board

The Executive Board will hear statements by the Executive Director and the President of the Executive Board.

Provisional timetable and organization of work for the 2010 second regular session of the UNICEF Executive Board 7-9 September 2010[1]

Tuesday, 7 September	a.m. 10:00-1:00	Item 1	Opening of the session: Statements by the President of the Executive Board and the Executive Director
		Item 2	Adoption of the provisional annotated agenda, timetable and organization of work
		Item 11	Medium-term strategic plan: planned financial estimates for the period 2010-2013
		Item 10	Private fundraising: financial report and statements for the year ended 31 December 2009
	p.m. 3:00-5:00	Item 12	Road map to an integrated budget: cost classification and results-based budgeting — Joint report: UNDP, UNFPA and UNICEF
		Item 8	Annual report on internal audit activities
		Item 9	Report of the Ethics Office of UNICEF
	5:00-6:00		*Informal consultations*
Wednesday, 8 September	a.m. 10:00-1:00	Item 7	Annual report on the evaluation function and major evaluations
		Item 6	Proposals for UNICEF programme cooperation
			(a) Approval of revised area and country programme documents discussed at the 2010 annual session
			(b) Draft country programme documents
	p.m. 3:00-5:00	Item 6	Proposals for UNICEF programme cooperation *(cont'd)*
			(c) Midterm reviews of country programmes
			(d) Recommendation for approval of additional regular resources for approved country programmes
			(e) Extension of cooperation with Rotary International for polio eradication
			(f) Extension of the Vaccine Independence Initiative
	5:00-6:00		*Informal consultations*

[1] When consideration of an agenda item concludes ahead of the allocated time, the next item will be taken up for consideration and the timetable adjusted accordingly.

Thursday, 9 September	a.m. 10:00-1:00	Item 4	Oral report on UNICEF follow-up to the recommendations and decisions of the UNAIDS Programme Coordinating Board meetings
		Item 5	Oral report on the contribution of UNICEF to capacity development
		Item 13	Progress made in human resources management in UNICEF
	p.m. 3:00-5:00	Item 14	Progress report on the implementation of the International Public Sector Accounting Standards
		Item 3	Proposed programme of work for the Executive Board sessions in 2011
		Item 15	Other matters
		Item 16	Adoption of draft decisions
		Item 17	Closing of the session: Statements by the Executive Director and the President of the Executive Board

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Proposed programme of work for Executive Board sessions in 2011

The attached programme of work for the 2011 Executive Board has been prepared by the secretariat in consultation with the Bureau of the Executive Board, based on statutory requirements, requests arising from specific decisions or discussions by the Executive Board, or proposals by the secretariat.

It is recommended that the Executive Board adopt the programme of work for Executive Board sessions in 2011, as a flexible framework, subject to revisions as appropriate in the course of the year.

* E/ICEF/2010/15.

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UNICEF Executive Board

Proposed programme of work for Executive Board sessions in 2011

First regular session *8-11 February 2011*	*Annual session* *20-23 June 2011*	*Second regular session* *12-15 September 2011*
Organizational and procedural matters	**Organizational and procedural matters**	**Organizational and procedural matters**
Election of the President and Vice-Presidents of the Executive Board *(A)*		Proposed programme of work for Executive Board sessions in 2012 *(A)*
Programme and policy matters	**Programme and policy matters**	**Programme and policy matters**
Annual report to the Economic and Social Council* *(A)* (2010/1)	Annual Report of the Executive Director: progress and achievements against the medium-term strategic plan** (2009/7) *(A)*	Programme cooperation:
Programme cooperation: Adoption of revised country programme documents *(A)*	Programme cooperation: Adoption of revised common country programme document — United Republic of Tanzania *(A)*	Adoption of revised country programme documents *(A)*
Draft common country programme document — United Republic of Tanzania*** *(A)*, (2010/9)	Draft country programme documents*** *(A)*	Draft country programme documents*** *(A)*
	Extensions of ongoing country programmes (2009/11) *(A)*	Regional summaries of midterm reviews of country programmes *(D)*
	Report on the progress of gender equality work in UNICEF (2010/7) *(D)*	Advocacy, programme development and intercountry programmes *(A)*
		Report of the Ethics Office of UNICEF *(I)*
		Oral report on UNICEF follow-up to recommendations and decisions of the Joint United Nations Programme on HIV/AIDS (UNAIDS) Programme Coordinating Board meetings
Evaluation and audit matters	**Evaluation and audit matters**	**Evaluation and audit matters**
		Report on the evaluation function and major evaluations (2008/4) *(D)*
		Annual report on internal audit activities**** (1997/28) *(D)*

First regular session *8-11 February 2011*	*Annual session* *20-23 June 2011*	*Second regular session* *12-15 September 2011*
Resource, financial and budgetary matters	**Resource, financial and budgetary matters**	**Resource, financial and budgetary matters**
UNICEF financial report and audited financial statements for the biennium ended 31 December 2009 and report of the Board of Auditors *(I)*		Biennial support budget 2012-2013 *(A)*
Private fundraising: 2011 workplan and proposed budget *(A)*		Medium-term strategic plan: planned financial estimates for the period 2011-2014 *(A)*
Pledging event		Private fundraising: financial report and statements for the year ended 31 December 2010 *(D)*
		Interim financial report and statements for the year ended 31 December 2010, the first year of the biennium 2010-2011 *(D)*
Other matters	**Other matters**	**Other matters**
	Address by the Chairperson of the UNICEF Global Staff Association	
	Reports of the field visits of the Executive Board *(I)*	

* The relevant reports of the Joint Inspection Unit will also be considered under this agenda item.

** A separate Data Companion is available under this agenda item.

*** The consolidated results and performance data for the previous programme cycle of each draft country programme document are posted on the UNICEF Executive Board website with the draft country programme documents (decision 2008/17).

**** The management response to the annual report of the Office of Internal Audit for 2009 will also be considered under this agenda item (decision 2009/19).

The Executive Board considers four types of agenda items:

(i) *For action (A)*: The Executive Board is expected to discuss and to adopt a decision under the agenda item. The secretariat prepares official documentation and a draft decision for consideration by the Executive Board;

(ii) *For discussion (D)*: The Executive Board is expected to discuss the official documentation prepared by the secretariat. The secretariat does not prepare a draft decision, but the Executive Board may opt to take a decision under the agenda item;

(iii) *For information (I)*: The secretariat prepares documentation for information at the request of the Executive Board;

(iv) *Oral reports*: Oral reports are presented at the request of the Executive Board. They are accompanied by short, informal background documents.

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Item 9 of the provisional agenda*

Report of the Ethics Office of UNICEF

Summary

The UNICEF Ethics Office, established in December 2007, is headed by the Principal Adviser, Ethics. The Principal Adviser presents an annual report to the Executive Director on matters that were brought to the attention of the Ethics Office as well as systematic ethics issues found within UNICEF.

This first report of the Ethics Office covers the period of 15 August 2008 to 31 December 2009. It has been submitted to the United Nations Ethics Committee for review and recommendations, which have been incorporated. During the period under review in this report, the main activity was management and administration of the financial disclosure programme.

* E/ICEF/2010/15.

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Establishment of the Office

1. The UNICEF Ethics Office was established in December 2007 following the issuance of the Secretary-General's Bulletin on United Nations system-wide application of ethics: separately administered organs and programmes (ST/SGB/2007/11), with the following terms of reference for the Principal Adviser, Ethics. These include six main areas:

(a) *Advice to management on policies and procedures*. The Principal Adviser provides guidance on policies, procedures and practices so that these reinforce and promote the ethical standards called for under the United Nations Charter.

(b) *Prevention and outreach through training and internal communication*. This means establishing orientation and learning opportunities to continuously raise staff awareness of expected ethical standards and behaviour.

(c) *Providing advice to staff*. This includes providing guidance on specific ethics-related policy and practice issues and queries, including conflict of interest, financial disclosure, and protection against retaliation.

(d) *Serving as the focal point for complaints of retaliation*. Staff requesting protection against retaliation will contact the Principal Adviser who makes an initial determination as to whether there is a credible case of retaliation or a threat of retaliation. If such a determination is made, the case is referred to the Office of Internal Audit for further investigation.

(e) *Financial disclosure*. The Principal Adviser is responsible for strategic development and implementation of the UNICEF financial disclosure programme.

(f) *Reporting*. The Principal Adviser drafts and presents an annual report to the Executive Director which includes the number and general nature of matters raised to the Ethics Office, as well as systematic ethics issues found within UNICEF.

2. In November 2007, an acting Ethics Adviser was appointed at the D-1 level, reporting directly to the Executive Director. After a global search, an Ethics Adviser was recruited and took office from June to August 2008. The current incumbent took office in mid-August 2008.

3. By November 2008, an assistant was in place at the GS-5 level. Additional assistance was provided for four months by recruiting a senior retired staff member with extensive experience in operations.

4. For the biennium 2010-2011, the post of Ethics Specialist at the P-3 level has been established, and short-term assistance is currently being charged to that post.[1] A Junior Professional Officer post has also been established.

Main activities

5. Annual reporting is a required aspect of the Principal Adviser's core responsibilities. This first report exceptionally covers the period of 15 August 2008 to 31 December 2009. Future reports will be prepared on a calendar year basis. As required in ST/SGB/2007/11, it was first submitted to the United Nations Ethics

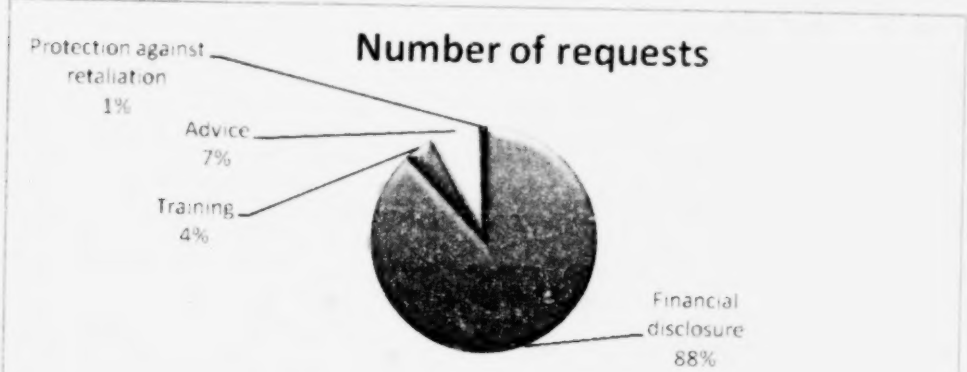
[1] The post has since been filled in 2010.

Committee for review and recommendations, which were incorporated into the final report that was subsequently presented to the Executive Director of UNICEF. Future annual reports will follow the same pattern.

6. During the period under review, the main activity in terms of staff time was management and administration of the financial disclosure programme. The activities are outlined in detail below and include (a) administration of the system for the 2009 filing year, including developing some improvements with the UNICEF IT Solutions and Services Division (ITSS); (b) advocacy and support for staff needing to file; (c) managing the development of an improved system for 2010 and beyond, including revisions in the policy system for filing; and (d) developing a new system for the review of all the disclosures, including the creation of guidelines for the review and analysis of disclosures.

7. Other activities, in order of time spent, include (a) training, especially creating and presenting face-to-face training and developing a script for online training; (b) participation in the United Nations Ethics Committee; (c) providing advice to staff; (d) responding to requests for protection against retaliation; and (e) policy development.

8. A total of 1,240 requests were received during the reporting period. These included requests for support on financial disclosure, for ethics advice, for protection against retaliation, and for training. Each request is actually a file, in most cases involving multiple interactions. This is especially true for clarifications on the financial disclosure programme and for requests for protection against retaliation. Some of these requests were quite complex, taking considerable research and staff time.



9. During the period under review, the Ethics Office worked closely with the Division of Human Resources (especially the Office of the Director and the Policy and Administrative Law Section); the Office of Internal Audit (especially the Investigations Unit); and the Global Staff Association.

Standards setting and policy support

10. A central function of the Ethics Office is to provide advice and guidance on policies and practices so that these core features contribute to a consistently high ethical standard in the organization. Advice is given to all staff at all levels.

11. During the reporting period, the Principal Adviser contributed to the reformulation of several policies in collaboration with the Division of Human Resources, including a revision of the policy on harassment, sexual harassment, and abuse of authority, and a new draft on outside activities and unanticipated gifts.

12. During the course of the first year, through participation in regional management teams, discussion with the Global Staff Association, and extensive discussion with staff at all levels, several issues have emerged that need additional policy clarification or better implementation. These include elements having to do with management practices, with awareness and implementation of the Rules and Regulations and the Standards of Conduct for the International Civil Service, and with encouraging better intercultural awareness to further mutual respect in the workplace. Some of these are:

(a) A need for far greater awareness of the policies on outside employment, conflicts of interest, and gifts. This includes higher awareness on the part of supervisors so that they can guide staff and make decisions as appropriate;

(b) Better and timelier implementation of the Performance Appraisal System. Many of the complaints and requests coming to the Ethics Office are due to breakdowns in conversations and discussions between staff and supervisors. The new Performance Appraisal System should help to alleviate this problem.

13. These areas are confirmed by the conclusions of the Audit Report on the Processes for Promoting Ethics and UNICEF Values in Country Offices, which reviewed how well staff members in country offices understand the UNICEF ethical standards and values, as well as their understanding of how to obtain advice or solve ethical dilemmas and to report cases of misconduct. The Audit Report found significant weaknesses in the promotion of ethics and UNICEF values in the sampled country offices. The audit made a series of recommendations to country offices about improving the overall ethical climate. The Ethics Office is working with the Office of Internal Audit as it develops training and awareness materials and on policies and procedures with implications for the ethics environment.

14. Finally, considerable attention was given to policy development through the work of the United Nations Ethics Committee during the reporting period. This included (a) active participation in the drafting of a system-wide code of ethics; (b) contributing to the establishment of core elements for protection against retaliation across the United Nations system; and (c) contributing to the discussion of policies on financial disclosure.

Training, education and outreach

15. Creating a more consciously ethical environment is one of the key responsibilities of the Ethics Office, by raising staff awareness of the ethical standards and expected behaviour.

16. In the context of the preparation of the biennium budget for 2010-2011, a strategy for outreach that would make the best use of available resources was developed. There are four main areas of focus: (a) mandatory online training; (b) a website providing access to numerous materials that would feature best practices and other motivational material; (c) training modules focussed for specific groups, such as supply staff, or country-level managers; and (d) face-to-face training.

Online training

17. One of the key ways to create a more consciously ethical environment is through mandatory online training. The Ethics Office has reviewed the available materials and has decided to adapt the online training course being used by the United Nations Population Fund (UNFPA). With the help of temporary staff, the script has been revised to take UNICEF priorities and main ethical challenges into account and to fine-tune the references to the UNICEF system. The process is now under way to develop this further into training materials and to launch the training course.

Websites

18. A website has been developed for the UNICEF Intranet using the new rubric of ICON. The site gives background on ethics, provides an easy one-stop access to the rules, regulations and policies that relate to ethical issues and behaviours, and provides material to assist those who are completing financial disclosures. Many of these are available in English, French and Spanish.

19. In addition, plans for the site include the preparation of articles on best practices throughout UNICEF, including offices that have featured ethics topics at staff meetings and country management team meetings. This will include interactive discussions to which all staff can contribute.

20. The site has been on soft launch since mid-2010, including the period of financial disclosure filing, and has proven its usefulness through the number of page views.

21. Based on this Intranet site, ethics pages are now being developed for the external UNICEF Internet site. This will include additional material for consultants and contractors on protection against retaliation, as well as policies linked to ethical behaviour, such as the policy on harassment and abuse of authority. These will also be available in multiple languages.

Face-to-face training

22. During the reporting period, there were 52 training requests, either for materials or for face-to face training or briefings. In response, 29 training and briefing sessions were held, lasting from 90 minutes to a full day, and reaching about 1,400 people or one out of every eight UNICEF staff members. These included a briefing at the inaugural session of representatives to the Global Staff Association; numerous sessions at the New York Headquarters; and sessions in Copenhagen, five country offices and three regional management teams.

23. These trainings have all been highly participatory, and make extensive use of interactive exercises, using case studies and other methodologies. Of particular importance is an exercise using the Oath of Office as the basis for discussions on the benefits and constraints for international civil servants, which has proven a memorable way to discuss conflicts of interest, relations with Member States, outside employment, and other sensitive issues.

24. In 2009, the Investigations Unit of the Office of Internal Audit co-led the country-level training in Pakistan, India and Bangladesh.

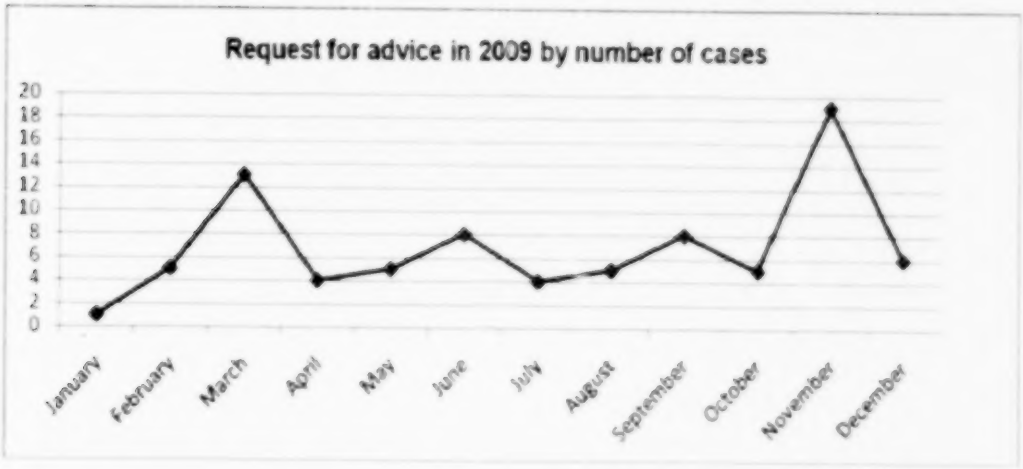
Training modules for specific groups

25. The face-to-face trainings and the participation in regional management teams have helped to focus the needs for training modules. The priority areas that have emerged are a need for senior staff training on (a) how to handle sensitive ethical issues; (b) how to ensure that a tone and bias toward ethical behaviour permeates the office; and in particular (c) the linkages between good management and better ethical behaviour. Other priority areas that have emerged from these trainings include the need for memorable, participatory training for supply staff — based on actual case studies when possible — and for materials that can be used over time at the local level.

26. In addition to completing the preparation of the online training materials, which is a priority, materials are being prepared for senior staff and for supply staff. The use of WebEx and other long-distance techniques to pre-test materials and to reach additional staff will be incorporated in the training plan. Participation in regional management teams and other statutory meetings will also permit reaching the largest number of staff most effectively.

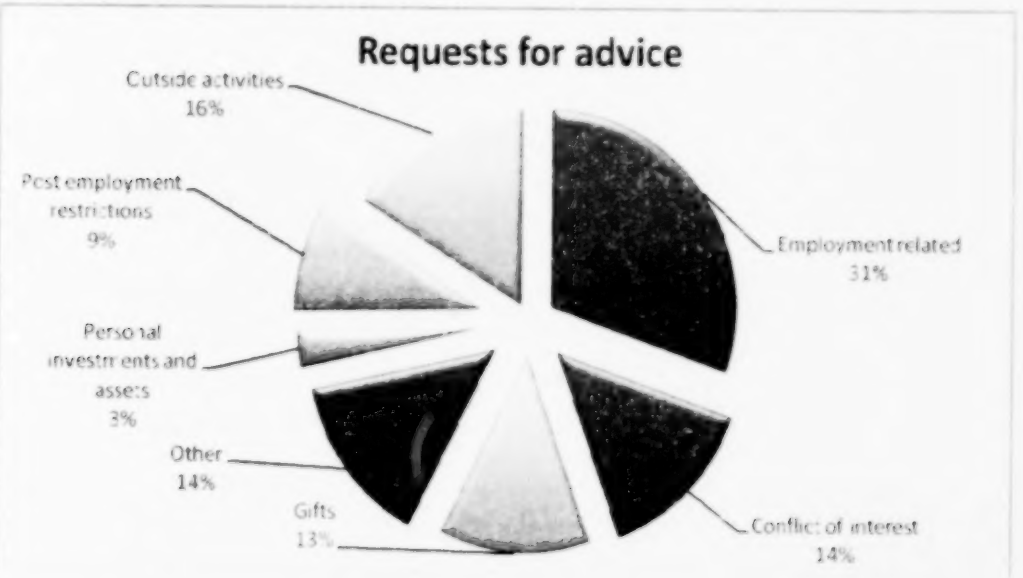
Advice and guidance

27. During the reporting period, the Ethics Office received 99 requests for advice from all levels of staff. The requests increased considerably at the launching of the financial disclosure programme, as well as immediately after intensive training sessions were conducted in the field. This indicates that there is a latent need for advice on ethics issues, and that when staff members know that there are resources available, they will use them.



28. Apart from requests made specifically in the context of the financial disclosure programme, which are treated separately below, the main area of concern has to do with issues related to employment at UNICEF. The majority of these queries have to do with ethical issues in interpersonal relations, and it is clear that there is a need for more training for supervisors on managing such issues and for awareness-building for staff.

29. Other key areas linked to the conduct of international civil servants are fairly equally divided, namely outside activities, gifts, and conflicts of interest. These are queries outside the scope of the financial disclosure system. As the disclosures have not been reviewed to date, the numbers of queries in these areas are likely to increase substantially once senior staff realize that the organization is placing greater emphasis on compliance with these important issues of comportment of staff in the interests of the well-being of the organization and for maintaining the integrity of the staff.

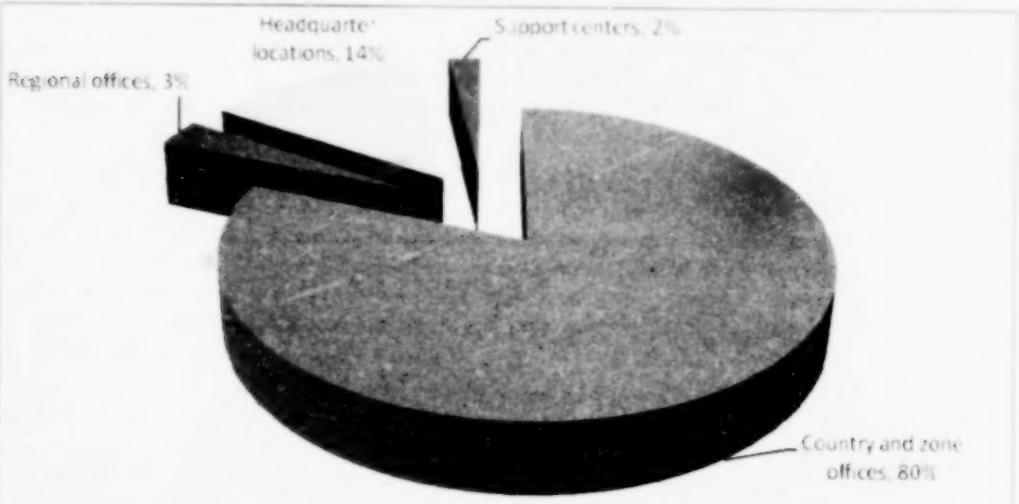


Financial disclosure programme

30. The Ethics Office manages and administers the UNICEF financial disclosure programme, which is a means of managing organizational risks and enhancing public trust in the integrity of the organization. Under the programme, selected staff members declare their assets, liabilities and outside activities, which are reviewed by the Ethics Office. This process, both as staff declare these engagements, and the subsequent analysis, helps to ensure that staff avoid conflicts of interest in the discharge of their official duties, which would jeopardize the objectivity and effectiveness of their work, and decrease public confidence in the organization.

31. The UNICEF financial disclosure programme began operating in 2007 following the issuance of Executive Directive 2007-002,[2] as mandated by the Secretary-General in ST/SGB/2006/6. All D-1 and D-2-level directors are required to file, as well as all staff whose principal occupation has to do with supply and procurement, who manage the organization's investments or have direct access to confidential procurement or investment information. The disclosures are securely maintained and, to date, only the Ethics Officer has had access to the content.

32. While the programme is in its third year, it is only since 2009 that there has been full-time management of the process.[3] The intensive education and advocacy needed for a successful programme have therefore been available for the past year only.



Financial disclosure requirement by location and type of office, 2009

[2] UNICEF Executive Directive "Financial Disclosure and Declaration of Interest Statements" of 26 February 2007 (CF/EXD/2007-002).

[3] In 2007, there was no Ethics Office and the incumbent did not take office until mid-August 2008.

Compliance

33. In 2009, intensive efforts were taken by the Ethics Office to increase compliance with the financial disclosure programme. Numerous reminders were sent to staff and eventually to supervisors; every training and briefing included discussion of the reasons for the programme and the tight security for the data; and guidelines and responses to queries were sent in English, French and Spanish.

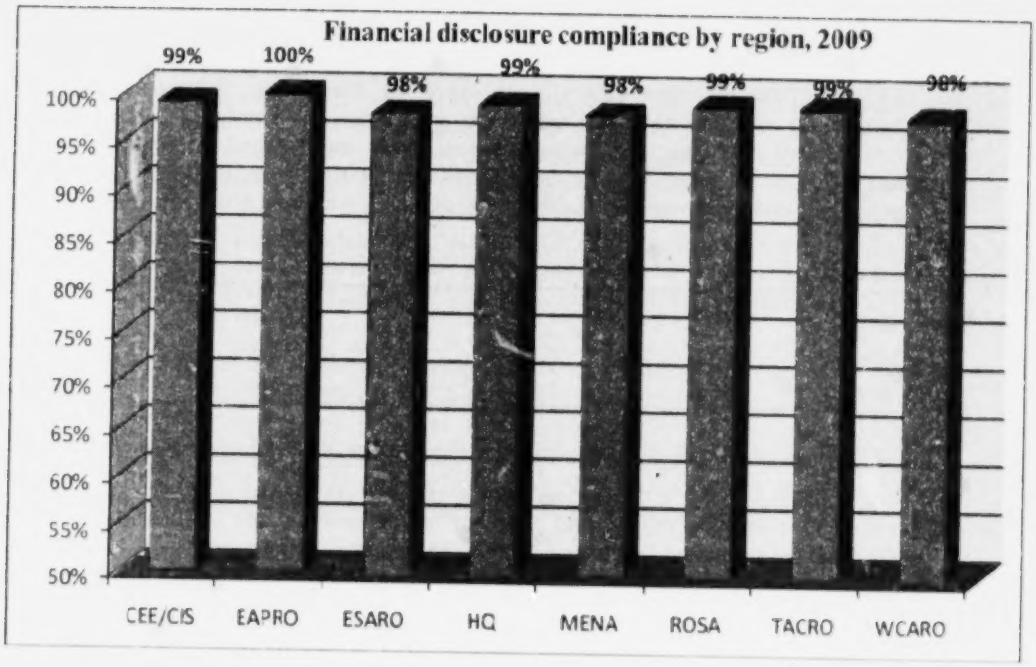
Year	*Number of staff required to file*	*Number of disclosures submitted*	*Compliance (%)*
2007	2 545	2 106	83
2008	2 556	2 141	84
2009	2 536	2 511	99

34. Analysis of staff who were late in responding or did not comply is useful.

(a) All staff at the senior levels (D-1 or D-2) and all Representatives complied with the programme. Half of the non-compliant staff were at the Professional level, and half were country-level General Service staff.

(b) Of the staff who did not file at all, 54 per cent were in sub-offices of country offices where there was a complex emergency. To some degree, the lack of compliance was due to communication difficulties, which prompted ITSS to develop a methodology for an easier filing system. As these staff members qualify under the guidelines — many are managing supplies or managing offices — the new financial disclosure system under development will need to be readily usable by these staff, and additional outreach efforts are needed to ensure they understand the reasons for the programme.

35. Also among the staff who did not file, 81 per cent are in countries where the working language is not English. This overlaps with the reason provided above, and also indicates that the availability of materials in other official working languages is critically important, as well as continued advocacy.



36. The names of staff members who were non-compliant with the programme in 2009 were sent to the Division of Human Resources for possible disciplinary action. The heads of office, and regional offices, as applicable, were also notified.

Review of the disclosures

37. Since the establishment of the financial disclosure programme predated the establishment of the Ethics Office, no review of the disclosures has yet taken place. When the disclosure programme was initially launched, it was not intended to examine the disclosures, but a procedure for the review of the disclosures has been put in place — as a result of reviews of best practices in the public and private sector and of discussion in the United Nations Ethics Committee — in order to harmonize practices with the other funds and programmes. Detailed guidelines for the review and analysis of financial disclosures have been drafted; a consulting firm with experience in this sector has been engaged; and procedures for the review have been developed. These guidelines take into account recent experiences and actual conflicts that have been investigated by UNICEF in recent years.

38. The review, which was conducted in early 2010, analysed the disclosures on hand from 2007-2009, in conformity with best practices and in order to reduce any risk to the organization. The main objectives of the review exercise were, in the first instance, to determine if the disclosures have been correctly and completely filed; then to analyse the forms to identify whether the staff member has any engagements, financial or otherwise, that conflict, or give the appearance of conflicting, with their status as international civil servants, or their functions in the organization. Based on the review outcome, the Ethics Office will contact the individual staff members for missing information and, where necessary, will provide advice on how best to manage potential or actual conflict of interest, in the best interest of UNICEF and

the staff member. The options to be considered include the staff member removing any potential or actual conflict of interest, divestment of holdings, or resignation from outside activities. In some cases, staff members may be advised to recuse themselves from certain official responsibilities.

39. The review of the Focused District Strategy is expected to provide comprehensive statistical data reports for the Ethics Office to focus on areas and offices where further work is required. The review will also be guiding policies on conflicts of interest, outside activities, and gifts. The guidelines for the review and analysis of financial disclosures will be updated and refined in light of the findings of this first round of analysis.

40. Subsequent to the review of previous years in early 2010, the disclosures will be reviewed annually. The biennium budget for 2010-2011 provides for a P-3 staff member whose main function will be to conduct those reviews under the guidance of the Principal Adviser. The subject of financial disclosures and the best ways of managing them will also be on the agenda of the United Nations Ethics Committee in 2010.

Policy on financial disclosure

41. The current UNICEF policy on financial disclosure, published in Executive Directive 2007-002,[4] was developed before the establishment of the Ethics Office, and will be revised in early 2010. The proposed policy will provide more specificity on which staff members are required to file; authorize the Principal Adviser to select, in cooperation with Heads of Office, the staff who must file; and define more clearly the restrictions on the sharing of data in the disclosures for purposes of investigation.

42. The selection of staff required to file needs to be standardized across the organization, and further refinement of the guidelines is necessary. UNICEF has a relatively high proportion of staff (about 23 per cent) that is required to file. This is comparable to the proportion at the United Nations Development Programme and UNFPA, but considerably higher than the Office of the United Nations High Commissioner for Refugees or the World Food Programme. In early 2009, an analysis was done — in consultation with the Division of Human Resources, the Office of Internal Audit, and the Office of the Executive Director — of ways to reduce the number of staff who file, and new guidelines were sent to heads of office. Nevertheless, the number of staff nominated remained constant with previous years.

Improvements in the system

43. The system for registering and maintaining a database for the financial disclosures was developed in 2007 to meet the immediate needs to establish this programme. The system is based on the original system at the United Nations Secretariat, using a Microsoft Word form that staff members had to upload to a secure database. Some important improvements were made in early 2009, notably in the management of uploading names to the database, and in a more flexible and secure capacity for uploading the forms, as well as capacity for automated analysis of the forms.

44. Based on the considerable volume of correspondence, even before initiating the review, it is clear that the system requires improvement in a number of areas: the managing and updating of the names of staff and linkages with the human resources

[4] UNICEF Executive Directive "Financial Disclosure and Declaration of Interest Statements" of 26 February 2007 (CF/EXD/2007-002).

information system; formats for staff that are easier to manage and which have logical checks, avoiding many errors and the possibility of omitted data; and automated reminders and analysis of those who have filed by post and duty station. The Ethics Office is working closely with ITSS to ensure that a new system is available for the 2010 filing cycle.

45. Some of the anticipated improvements include linking the database of staff who file to the human resources information system. This will make it possible to build the annual list based on defined criteria, which will improve standardization across offices, levels and functions. This should also allow for a reduction in the number of staff required to file, by eliminating more junior staff with little decision-making responsibility and focusing on those who are accountable for results. There will be greater capacity for analysis of the data at the aggregate level, which will facilitate the review of the documents. This will also make it possible to do more rapid and accurate follow-up in the analysis of respondents and non-filers.

46. From the user side, the new format will be accessible through the Internet, and will be tested in the remote locations where staff members are required to file. As it will be an online form, the number of errors in filling out forms and in filing will be significantly reduced.

47. With these improvements, the filing cycle in 2010 will be coordinated with the cycle in other parts of the United Nations system.

Protection of staff against retaliation

48. One of the purposes of the Ethics Office is to play a key role in staff protection against retaliation for having (a) reported fraud or other misconduct, (b) provided information in good faith on alleged wrongdoing or (c) cooperated with a duly authorized audit, inspection or other oversight activity. The Principal Adviser is charged with receiving complaints of retaliation and conducting an initial review to determine if the complaint can be protected under the policy on protection against retaliation. The criteria include (a) whether the staff member engaged in an activity for which protection would be possible; (b) whether retaliation or a threat of retaliation took place; and (c) whether there is a prima facie case that the protected activity was a contributing factor in causing the action alleged to be retaliatory or a threat of retaliation.

49. During the reporting period, there were 12 requests for protection against retaliation. On examination, 8 of these were outside the direct mandate of the Ethics Office. After discussion in each of these cases, including discussion of the criteria for the policy on protection against retaliation, it appeared that most of these cases had to do with subjects that could be more properly handled by the Division of Human Resources or the Office of the Ombudsperson, or both. The staff members were therefore counselled to raise their concerns with these offices. In one case, a staff member wanted to report possible misconduct, and was referred to the Office of Investigations. The staff member had not experienced retaliation but was worried that this might occur. The Principal Adviser has followed up periodically with that staff member.

50. Four of the cases brought to the Ethics Office warranted in-depth review. In three of these cases, no specific case of retaliation caused by a protected activity could be established, and the staff members were notified accordingly. In one case,

it did appear that a staff member had participated in protected activities, and that the staff member was being retaliated against. Even after extensive discussion and clarification of the policy on protection, the staff member did not want to come forward openly so that the case could be investigated, but asked that some of the information brought forward be shared. This information was shared with the Investigations Unit. Periodic follow-up has taken place to review the staff member's status.

United Nations Ethics Committee

51. The United Nations Ethics Committee held 12 meetings during the reporting period. UNICEF hosted 2 of these meetings, and participated actively in all of them.

52. The preparation of a draft system-wide Code of Ethics was a key accomplishment during this period. UNICEF widely circulated the code, and collaborated with the Global Staff Association to hold a lively web-based discussion of the draft code. The key elements of this discussion were brought to the Committee for inclusion in the final draft.

53. The participation in the Committee has been very useful for the UNICEF Ethics Office for a number of reasons. Firstly, it provides an expert community of counterparts in the United Nations system that face similar issues, which helps to strengthen the work of the UNICEF Ethics Office by providing sound advice. Secondly, its work in creating standards across the United Nations system is helping ensure that UNICEF staff members are firmly grounded as part of the international civil service with the same ethical standards and policies. Thirdly, the collaboration among agencies engendered by participation in the committee has already benefited the members, for example, in the sharing of training material by the UNFPA. Finally, as all the members come from various backgrounds, the expertise brought by individual members increases the competence of all.

Conclusions and recommendations

54. The main focus for the Ethics Office in its first year was necessarily on administering the filing aspect of the financial disclosure programme while taking considerable steps to put in place other essential elements for the programme. This included a capacity for reviewing the disclosures — from guidelines for review to a system for undertaking it — as well as improving the system for filing and analysis. A more complete and robust financial disclosure programme from 2010 onward will contribute to risk reduction for the organization, and will also be one important way of helping staff be more aware of the Ethics Office and how it can help them.

55. Face-to-face training contributed to several Ethics Office goals. It informed staff about standards, providing information about how to obtain protection or advice. At the same time, it allowed the Principal Adviser to learn about areas of policy and procedure that need guidance to improve ethical behaviour in the organization. The institution of online training will contribute significantly to this.

56. It is clear that a more explicit incorporation of discussion about ethics at all levels — spearheaded by directors and country representatives — needs to be an important focus of the programme in upcoming years.

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Second regular session 2010
7-9 September 2010
Item 7 of the provisional agenda*

Annual report on the evaluation function and major evaluations in UNICEF

Summary

This annual report has been prepared in accordance with the Evaluation Policy (E/ICEF/2008/4) and the relevant Executive Board decisions (2008/4, 2008/22 and 2009/18). The report provides information on global developments in evaluation and the current state of the evaluation function in UNICEF at country, regional and global levels, outlining progress in strengthening the decentralized evaluation function.

The report also contains a summary of selected major evaluations conducted at country, regional and global levels. Information on evaluation at the regional and country levels is based on reports prepared by the regional directors.

* E/ICEF/2010/15.

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Introduction

1. The evaluation function helps to ensure that UNICEF has timely, strategically focused and objective information on the performance of policies, programmes and initiatives to produce better results for children and women. It contributes to both organizational learning and accountability.

2. The UNICEF Evaluation Office provides leadership for the evaluation function throughout the organization. In addition, it commissions independent evaluations and undertakes inter-agency evaluations within the United Nations system and joint evaluations with other partners.

3. This report is structured in four parts. Section I describes major developments in evaluation in the past year at the global level. Section II presents the current state of the evaluation function in UNICEF, highlighting trends in the allocation of human and financial resources and trends in evaluations. Section III indicates progress made in strengthening the decentralized evaluation function. Section IV presents findings and recommendations of major evaluations undertaken in the regions and by the Evaluation Office during the past year. Wherever possible, a note on the management response and use of the evaluations is also included.

I. Global developments in evaluation

4. In 2009, an important development was the agreement to conduct country-led evaluations in seven of the eight "Delivering as One" pilot countries (Albania, Cape Verde, Mozambique, Rwanda, Tanzania, Uruguay and Viet Nam). Each of these countries has established evaluation management groups to guide these evaluations, with representation from Governments, United Nations agencies and other stakeholders. The evaluations are conducted by independent evaluation teams. UNICEF co-chairs the quality assurance process for these evaluations through the United Nations Evaluation Group (UNEG) and also supports the evaluations through its regional and country offices. Preliminary findings from the country-led evaluations were presented at the High-level Tripartite Conference on "Delivering as One", held in Hanoi in June 2010.

5. UNICEF is a strong contributor to joint and inter-agency evaluations on humanitarian issues. A joint evaluation of the cluster approach was conducted in 2009 and inter-agency evaluations of the Central Emergency Response Fund and the Common Humanitarian Fund are planned for 2010. A major inter-agency real-time evaluation is currently under way in Haiti. As part of its approach to humanitarian evaluation, UNICEF has also conducted a number of significant agency-specific evaluations. In 2009, major evaluations were completed of the response to the tsunami and of humanitarian capacity development. Considerable work also commenced on evaluating education in emergencies and post-crisis transitions, with a major evaluation on this theme due to be completed in 2010.

II. Current state of the evaluation function in UNICEF

Scope and quality of the evaluation system

6. As of March 2010, professional posts at any level that included "evaluation" in the job title existed in 89 country offices, compared to 85 in 2008. The number of such posts is a measure of UNICEF commitment to obtaining high-quality evidence from evaluation. Table 1 indicates changes between March 2008 and March 2010 in the number of evaluation professionals at level 3 posts and higher,[1] and includes a breakdown by gender.

Table 1
Growth in number of UNICEF evaluation professionals, 2008-2010

Evaluation professionals at level 3 posts and higher	*2008*	*2010*	*Growth*
Evaluation professionals	90	103	+14%
International evaluation professionals	50	66	+32%
National evaluation professionals	40	37	-7.5%
Percentage of evaluation professionals in field offices	*84%*	*84%*	*0%*
Percentage female evaluation professionals	*42%*	*50%*	*+19%*

Source: Calculated from data provided by the Division of Human Resources, 2010.

7. All changes since 2008 have been positive. A robust 14 per cent increase in higher-level posts is helping UNICEF to meet its corporate commitment to increase the skills dedicated to evaluation. The fact that this growth is entirely in the international professional category is ensuring more opportunities for career development. Finally, the steady rise in the percentage of female professionals has meant that the desired 50/50 ratio has been reached for the first time (51 female/ 52 male). However, one critical basic conclusion of both 2006 and 2008 remains true in 2010: only 53 country offices have a level 3 or higher post; the majority of UNICEF country offices still do not have a qualified evaluation staff member at level 3 or higher. They are therefore less able to provide the necessary technical support for high-quality evaluations. It is also known that most monitoring and evaluation staff are able to devote only limited time to evaluation due to competing duties.

8. Consistent with a desire to be selective, UNICEF reduced the number of evaluations by over 30 per cent between 2002 and 2006/2007, and the number of evaluations conducted has stabilized. Interestingly, the number of studies and surveys (which often create baselines for later evaluations) has increased again by 9.6 per cent. This may be because of the continued shift towards "upstream" work requiring research to develop the evidence for policy-level advocacy.

[1] Level 3 is the desired minimum level to ensure systemic competence.

Table 2
Number of evaluations and research studies conducted, 2006 through 2009

Year	*Number of evaluations*	*Number of studies and surveys*
2006	248	732
2007	247	752
Total 2006-2007	**495**	**1 484**
2008	232	815
2009	267	811
Total 2008-2009	**495**	**1 626**
Change between 2006/2007 and 2008/2009	0	+142
Percentage change	*0%*	*+9.6%*

Source: Completed evaluations listed in country office annual reports.

9. The average UNICEF country office conducts approximately 2 evaluations and 6 studies and surveys a year. This allows most programmes to be evaluated once during a programme cycle, an important requirement for strategic decision making. Present productivity probably represents a base level, beneath which the organization would not be conducting enough evaluations.

10. A trend analysis of the numbers of evaluations offers some insights into the evaluation function and its strategic links to fulfilment of the medium-term strategic plan (MTSP). A first lesson comes from categorizing completed evaluations according to the MTSP focus areas: focus area 1, young child survival and development (23 per cent of all evaluations); focus area 2, basic education and gender equality (20 per cent); focus area 3, HIV/AIDS (9 per cent); focus area 4, child protection (13 per cent); and focus area 5, policy advocacy and partnerships (11 per cent). The remaining 24 per cent were in other themes, such as emergencies, communication and programme excellence.

11. These figures also represent a continued trend of prior bienniums, whereby evaluation workload follows spending. As predicted in the 2008 report, both child protection and social policy have increased their relative productivity, which was foreshadowed by a large upswing in studies and surveys conducted earlier in the decade.

Table 3
Number of evaluations conducted, by region, 2008-2009

Region	*Evaluations*
East Asia and the Pacific (EAPRO)	111
Eastern and Southern Africa (ESARO)	78
West and Central Africa (WCARO)	75
Central and Eastern Europe and the Commonwealth of Independent States (CEE/CIS)	73
Americas and the Caribbean (TACRO)	66
Middle East and North Africa (MENA)	49
South Asia (ROSA)	44

Source: Completed evaluations listed in country office annual reports.

12. In general, a pattern emerges that agrees with expectations: regions with fewer offices or a high percentage of offices with lower budgets do fewer evaluations.

13. For the first time, UNICEF is able to report some data on management responses to evaluations. In the 2009 country office annual reports, country offices indicated that 37.6 per cent of evaluations had a management response. Comments attached to the reports indicated that additional responses would be completed in early 2010 and that offices were aware of the policy mandate and the technical guidance note on management response issued by the Evaluation Office in late 2009. However, other comments indicated that responses may often be less formal than is desired. In comparison, the meta-evaluation of UNICEF evaluations conducted in 2001-2002 found that just 25 per cent of the sampled evaluations had management responses. Examining the actual coverage, content and effectiveness of the management responses will be a priority task for 2010-2011.

Expenditures and funding sources for the evaluation system

14. Starting in 2006, the programme coding system was refined to capture evaluation spending more accurately, as shown in table 4.

Table 4
Spending trends for evaluation, country and regional offices, 2006-2009

	(In thousands of United States dollars)		
Item	*2006*	*2009*	*Trend 2006-2009*
Spending on evaluation	7 970	9 560	+19.9%
Comparator: overall UNICEF programme spending	2 120 000	2 940 000	+38.7%
Evaluation spending as a percentage of all programme spending	*0.38%*	*0.33%*	*-13.2%*
Average amount spent per completed evaluation	32.1	36.3	+13.1%
Related spending: analysis, research and studies	27 900	46 310	+66.0%
Related spending: data, databases, surveys and statistics	24 700	35 230	+42.6%
Overall research/social data/evaluation as a percentage of all programme spending	*2.84%*	*3.10%*	*+9.2%*

Source: Calculated from data provided by the Division of Finance and Administrative Management, 2010.

15. Overall spending on studies, surveys, social data and evaluations met the desired minimum 3 per cent of programme spending threshold in 2008 and 2009. While this is positive, the vast majority of the increase in programme spending was not seen in evaluation spending. While evaluation spending has grown, it has grown much slower than overall programme spending and represents a smaller percentage of UNICEF spending than it did in 2006.

16. The cost per completed evaluation has grown slightly and is economical, but it may be too low. Increased spending is likely to achieve greater quality, as seen in more robust evaluation designs and in the greater qualifications of the consultants.

17. Evaluation funding at the field office level (see table 5) is roughly aligned with overall UNICEF funding sources; the burden is being equally shared. As projected, the emergency-related spending was reduced as tsunami programming diminished.

Table 5
Funding sources for evaluation, country and regional offices, 2006-2009

	(In thousands of United States dollars)			
Funding source	*2006-2007*	*Percentage of total evaluation resources, 2006-2007*	*2008-2009*	*Percentage of total evaluation resources, 2008-2009*
Regular resources	7 000	38.7%	6 700	35.8%
Other resources — regular	7 900	43.7%	9 600	51.3%
Other resources — emergency	3 200	17.6%	2 400	12.8%
Total evaluation resources	18 100	100%	18 700	100%

Source: Division of Finance and Administrative Management, 2010.

18. In 2008-2009, Evaluation Office spending (see table 6) advanced significantly, compared to 2006-2007, driven by the doubling of regular resources and significant other resources contributions. For 2010-2011, the Evaluation Office will again see a growth in regular resources in realization of the policy commitment to invest additional resources in evaluation. As projected in 2008, the overall funding pattern has improved, due to the investments in evaluation by other internal stakeholders and with continuing support from donors. Donor commitments for 2010-2011 have been received or promised from the Netherlands, Spain and Switzerland. UNICEF is committed to allocating additional resources to evaluation at the headquarters level and elsewhere, as needed. The Evaluation Committee will continue to monitor resource allocations for evaluation to ensure they are adequate to meet the changing needs of the organization.

Table 6
Evaluation Office: available funding

	(In thousands of United States dollars)			
	*2008**	*2009**	*2010***	*2011***
Support budget — all expenditures	1 579	1 868	2 023	2 150
Regular resources — all expenditures	762	1 099	1 100	1 100
Other resources expenditures — tsunami	669	800		
Other resources expenditures — all except tsunami	1 525	2 240		
Other resources funds on hand				*3 200*

* Expenditures.
** Allocations.

19. The 2010-2011 staffing profile in the Evaluation Office is largely unchanged compared to 2008-2009. The Evaluation Office has 10 professionals, 2 junior professional posts (presently unfilled) and 3 support posts. However, 3 of the

4 professional posts that were on temporary funding status have been established as full staff posts, affording greater stability. As part of the effort to strengthen the evaluation function, UNICEF intends to upgrade the position of Director of the Evaluation Office to the D-2 level. This will bring UNICEF in line with comparable United Nations system agencies.

III. Strengthening evaluation within UNICEF

Overall efforts to strengthen the evaluation function

20. Management of the majority of UNICEF-supported evaluations is largely decentralized, reflecting the decentralized nature of the organization. While the decentralized nature of the evaluation function ensures that the evidence generated is relevant to the local context, and is therefore more likely to inform national policies for children, it poses the challenge of establishing a corporate system that ensures good quality and credibility.

21. To face this challenge, UNICEF, in 2009, strengthened a systemic approach to enhance the evaluation function at the decentralized levels. The Evaluation Office and regional offices are working jointly to strengthen the evaluation function in a number of areas: enhancing strategic planning of evaluations; promoting and supporting the quality of evaluations; improving the use of evaluations and management responses; strengthening internal evaluation capacity; and developing national evaluation capacity in support of national monitoring and evaluation systems.

22. To enhance management attention to evaluation throughout the organization, most regions discussed the strategic positioning and contribution of the evaluation function at high-level regional meetings. As a result, regional strategies to enhance the evaluation function are being developed, which include setting up regional evaluation committees or task forces to lead and monitor evaluation strategy implementation. In the Middle East and North Africa region and West and Central Africa, those strategies were informed by external independent assessments.

23. A new knowledge management system in support of the evaluation function is being implemented. The system is based on innovative and cost-effective technologies, such as communities of practice and web seminars (webinars). To increase access to lessons learned and good practices, additional efforts have been deployed to increase the rate of submission of evaluation reports to the global evaluation database. Significant improvements have already been seen.

24. To enhance evaluation coherence within the United Nations system, the Evaluation Office is actively involved in the UNEG; the Asia-Pacific Shared Services Centre chairs the United Nations Development Evaluation Group for Asia and the Pacific; a number of regions have joint initiatives with other United Nations agencies; and many country offices are supporting United Nations Development Assistance Framework monitoring and evaluation task forces.

Enhancing strategic planning of evaluations

25. Each year, UNICEF country offices carry out approximately 250 evaluations. While many of these are influential evaluations that steer change, others are minor with less impact. To give priority to influential evaluations, the Evaluation Office developed new guidance on how to prioritize major evaluations (this was also requested by the recent audit of the management of evaluations in country offices). The purpose of this guidance is to strengthen the relevance and use of evidence generated through evaluations by UNICEF management and its partners.

26. All regional offices have actively rolled out the new guidance, including by engaging country offices with cost-effective webinars to discuss good practices and lessons learned in prioritizing major evaluations. As part of the oversight of the evaluation function, most regional offices reviewed the draft evaluation plans from country offices, providing appropriate feedback and assistance in prioritizing major evaluations.

27. With the aim of informing regional priorities by generating new knowledge on what works for children, most regions are developing regional evaluation plans and prioritizing selected regional evaluations to be carried out in 2010-2011.

28. Of the 16 evaluations listed in the 2008-2009 MTSP monitoring and evaluation framework, 9 were completed, 5 are under way, and 2 are pending (see annex at end for details). The in-depth review of the MTSP identified a new set of priority evaluations, as reported in annex 2 of the Executive Board document, "Updated annexes to the MTSP" (E/ICEF/2010/10), and stronger monitoring is in place to support timely implementation.

Promoting and supporting the quality of evaluations

29. Regional offices have the responsibility to provide quality assurance of evaluations at the country level; to support this, most regions have developed regional quality assurance systems.

30. In an effort to contribute to improving evaluation quality, the Evaluation Office continued to actively engage with UNEG to integrate human rights and gender equality perspectives into evaluation, as well as to develop new standards for evaluation reports. From 2010 on, the Evaluation Office will set up a global evaluation oversight system to ensure that evaluation reports are reviewed against these new standards and that appropriate feedback is given to country offices.

31. To facilitate knowledge sharing, the Evaluation Office and regional offices developed and launched a global evaluation community of practice. Uniting more than 330 UNICEF professionals worldwide, this community of practice is the largest in UNICEF and reaches professionals beyond evaluation. It is expected that it will enhance personal and professional growth by engaging the collective wisdom of peers, sharing good practices and lessons learned, finding answers to evaluation challenges and discussing emerging topics and trends. The community of practice complements the help desk function, which is designed to address evaluation queries from country and regional offices and headquarter divisions.

Improving use of evaluations and management response

32. Following the 2009 Executive Board decision requesting "preparation and availability of management responses for all evaluation reports" and the recent audit of the management of evaluations in country offices, the Evaluation Office developed, through a consultative process, new guidance on management response to evaluation. Its purpose is to strengthen the use of evaluation by UNICEF management and, to the maximum extent possible, its partners. A tracking system to document management responses and follow-up actions to evaluations was also developed, which aims to provide a written record of planned actions in response to evaluations.

Strengthening internal evaluation capacity

33. The UNICEF corporate programming manual and training packages were revised to incorporate major changes in the evaluation function during the last few years, including the new evaluation policy and related guidance.

34. All regions implemented initiatives to strengthen evaluation capacities, such as regional and country-level training and use of regional communities of practice, webinars and study visits to learn from good practices in national monitoring and evaluation systems.

Developing national capacities for country-led monitoring and evaluation systems

35. Responding to recent Executive Board requests, UNICEF increased its efforts in 2009 and 2010 to strategically contribute to strengthening national evaluation capacities, in alignment with UNEG and in partnership with major stakeholders. The Evaluation Office co-led UNEG task forces aimed at identifying the strategic role of the UNEG and United Nations agencies in national evaluation capacity development, as well as supporting country-led evaluations of the "Delivering as One" pilot countries.

36. To facilitate the dissemination of good practices and lessons learned in fostering national capacities for country-led evaluation systems, UNICEF published and widely disseminated — in partnership with the World Bank, the United Nations Development Programme, the World Food Programme, the International Labour Organization, the United Nations Development Fund for Women, the International Organization for Cooperation in Evaluation and the International Development Evaluation Association — a book collecting the wisdom and experiences of 40 internationally recognized experts.

37. Working together with key development partners, UNICEF provided support to the Governments of several countries in enhancing national evaluation systems: assistance to the Ghana monitoring and evaluation sector group, to institutionalize monitoring and evaluation in public sector management at the national and local levels; to Mali, for its comprehensive plan to improve public sector management and accountability for development results; to Mali, Mauritania and Uganda for

national diagnosis of the evaluation function; and to Rwanda and Uganda to design their own national evaluation frameworks.

38. To enhance the professionalism of evaluation, UNICEF continued to support professional evaluation associations worldwide. At the regional level, support was given in Africa, CEE/CIS and Latin America; at the national level, in Egypt, Ethiopia, Kenya, Malaysia, Mali, Morocco, Niger, Senegal and Sri Lanka. Notable examples include support by the Evaluation Office to the global strategic planning of the International Organization for Cooperation in Evaluation; Egypt country office support for a major international conference on impact evaluation organized by the International Initiative on Impact Evaluation, the Africa Evaluation Association and the Network of Networks on Impact Evaluation; and support to the newly created Moroccan Evaluation Association on promoting public policy evaluations, including establishing an information system to monitor and evaluate national policies and programmes for children.

39. UNICEF also trained government staff in several countries. Innovative approaches have been carried out in the East Asia and the Pacific and South Asia regions, under the leadership of the Asia-Pacific Shared Services Centre. These led to a strengthening of the capacity of local centres of excellence to deliver high-quality training in Bangladesh and India and the organizing of regional conferences on country-led monitoring and evaluation systems.

IV. Major evaluations

UNICEF Evaluation Office

Children and the 2004 Indian Ocean tsunami: evaluation of the UNICEF response in Indonesia, Sri Lanka and Maldives (2005-2008)

40. The UNICEF response to the 2004 Indian Ocean tsunami was one of the most ambitious and comprehensive responses ever to a natural disaster. Total funding for the response, covering relief, recovery and early development phases, amounted to $696 million, of which 84 per cent was allocated to the three hardest-hit countries: Indonesia, Sri Lanka and Maldives. The evaluation covered the recovery and early development phases of the response from 2005 to 2008, with a dedicated focus on child protection; basic education; health and nutrition; and water, sanitation and hygiene (WASH). These are sectors in which UNICEF had taken a lead role or made significant investments.

41. The evaluation examined changes in impact and outcome levels in the areas affected by the tsunami and asked to what extent the UNICEF response delivered on its commitment to "build back better" in the three countries. The evaluation has recommendations for partners and also draws lessons on recovery/transition programming and related cross-cutting issues.

42. The evaluation found that in the education sector enrolment rates were restored to pre-tsunami levels in each of the three countries and exceeded pre-tsunami levels in Aceh (Indonesia). All three countries organized their "building back better" efforts around making schools child-friendly. Especially in Aceh and Sri Lanka, the recovery focused on large-scale construction, enabling the majority of children to return to better-built permanent schools within the first year. Conflict was found to

matter: the peace agreement in Aceh had a significantly positive influence on all aspects of education recovery, especially for girls, and persistent unrest in Sri Lanka appreciably delayed recovery for large numbers of children. Identified gaps included measures to address pockets of exclusion and insufficient attention to community involvement in schools.

43. In Indonesia and Sri Lanka, the emergency response was an opportunity to build on rudimentary systems for child protection and put protection issues on the national policy agenda. The impact of these initiatives remains to be determined, given their nascent development. In the Maldives, child protection systems remain particularly weak. The value of non-governmental organization services in child protection should not be underestimated.

44. Improvements in the health and nutrition sectors included greater access to health services through new facilities and encouragement to governments to expand their policies with respect to wide age-range immunization campaigns. Although UNICEF was a relatively small contributor to the overall health and nutrition response, its contribution to prevention of disease outbreaks and capacity development at district and island levels was substantial. However, the evaluation concluded that the tsunami response missed the opportunity to develop more effective policies to address the underlying pre-existing causes of malnutrition and maternal mortality in the three countries.

45. Across all three countries, UNICEF emergency response in the WASH sector provided access to safe water and sanitation for internally displaced children and their families. In the recovery phase, the response contributed to restoration of water and sanitation facilities for tsunami-affected families and improvements in water supply. While the evaluation noted some improvements in water security, basic sanitation and hygiene, efforts to build back better were overly ambitious, introducing concerns about maintenance and sustainability in new and sophisticated facilities.

46. The overarching recommendation of the evaluation was that UNICEF should strengthen and revise its post-emergency recovery and transition strategy and guidelines to better address both strategic planning and management aspects. The evaluation recommended a number of UNICEF actions at the global level:

(a) Outsource the entire management of large-scale construction programmes and devote attention to policy development work;

(b) Increase investment in knowledge management and evidence-based systems to inform planning, implementation and monitoring and evaluation;

(c) Institute sound data collection and analysis practices and disaggregate data by gender and vulnerability;

(d) Undertake a capacity needs assessment at provincial and district levels, which includes developing in-house capacity to assess and incorporate a peace-building perspective into all existing planning mechanisms in conflict-affected countries.

47. While recommendations from the evaluation are being addressed through a formal management response process, some of the lessons are already being used in planning the response to the Haiti earthquake.

CEE/CIS

Gender mainstreaming in country programmes of cooperation

48. The global evaluation of gender policy implementation in UNICEF was completed in 2008. The evaluation identified several weaknesses in the overall response to gender inequality and made a number of recommendations to address these areas: (a) increase the methods and processes for mainstreaming gender in all its programmes; (b) improve staff capability and capacity to mainstream gender into programmes; (c) promote evidence-based policies and practices; (d) mobilize relevant partners; (e) collect, analyse and disseminate data disaggregated by sex and age to inform country-level responses; and (f) ensure that programmes empower women and girls at family, community and national levels.

49. In response to this evaluation, in 2009, the CEE/CIS regional office and 18 of 22 countries conducted gender assessments to examine the extent to which programmes, strategies and internal management practices were oriented towards achievement of gender equality. Similar assessments were also carried out in other regions. Conducted by highly qualified independent consultants, these assessments set out to identify gaps, good practices, lessons learned and recommendations for improving gender mainstreaming in country programmes.

50. The assessments found awareness of the gender equality goal, as well as the need for gender-based programming and for gender balance in the workplace. Activities that had a deliberate focus on gender equality and the rights of women and girls were mostly found in the programmatic areas of education, early childhood development and HIV/AIDS. These included the use of life skills-based education to promote gender equality; activities to address differential drop-out rates of girls from secondary and post-secondary education; enhancing the role of fathers in parenting; addressing domestic violence; and developing HIV mitigation strategies for the most at-risk adolescent boys and girls. However, the assessments also noted that gender mainstreaming was not always explicit or systematically documented in programme objectives and targets, and that indicators were not always specific enough to measure progress towards gender equality. Moreover, country programmes tended to lack conceptual clarity on gender mainstreaming and programme activities targeting women and children.

51. Recommendations included the need to increase engagement with boys and men in gender equality issues; ensure that funding for gender mainstreaming is made explicit; monitor overall spending from a gender mainstreaming perspective; and define clear procedures, responsibilities, accountabilities and standards for reporting. Recommendations also encouraged the CEE/CIS regional office to hold top management accountable in ensuring that the regional gender focal point network is functional, country programmes have access to sector-specific technical expertise and an environment exists that enables exchange of good practices and experiences in gender mainstreaming.

52. In response to the evaluation, several country offices have revised annual management plans to specify gender mainstreaming priorities and "gender checks" in authorization and approval processes; others have revised the terms of reference for the role of gender focal points and consultants; some have revised annual work plans to include more gender-sensitive activities or to make the existing gender mainstreaming practice and expertise more visible; and a few are planning to

conduct in-house capacity development exercises and to strengthen partnerships and collaborate to promote gender equality, in particular through United Nations gender theme groups.

EAPRO

Inter-agency real-time evaluation of the response to cyclone Nargis

53. Cyclone Nargis struck Myanmar on 2 May 2008, making landfall in the Ayeyarwady and Yangon divisions before hitting the former capital, Yangon. It is estimated that 2.4 million people were affected by the cyclone, and the official death toll was estimated at 84,537. The Inter-Agency Standing Committee commissioned a real-time evaluation to analyse ongoing relief activities and assess the adequacy of the response provided by the international community and other actors.

54. The evaluation used a mixed method approach, comprising a document review, 120 key informant interviews and a field visit to Bogalay Township, where 17 focus group discussions were held in 10 villages. The team also observed clusters, interviewed UNICEF regional office staff and held meetings with the Inter-Agency Standing Committee and the United Nations country team. The evaluation was carried out by a four-person team, comprised of two international and two national consultants. Because real-time evaluations are typically carried out at the early stages of an emergency, this approach was chosen to allow simultaneous feedback of findings for immediate learning and use, which in turn makes it effective for programme transition.

55. In addition to improvements in coordination structures and practices that could facilitate a more effective transition to recovery, the evaluation identified three issues that require more focus in similar occurrences: community consultation, disaster risk reduction and restoration of livelihoods. An unmet need for potable water during the dry season was also identified. In addition, effort needs to be made to mitigate severe psychosocial stress as communities become increasingly aware of their vulnerability in the event of another cyclone. Also, as impressive as the national response effort was, national staff indicated that many lessons learned from earlier humanitarian responses were not incorporated into the cyclone response since more experienced emergency responders were not involved from the outset.

56. While the overall assessment was that the response to Cyclone Nargis was effective, the evaluation made a series of recommendations, most of which were incorporated into later revisions of the response strategy. The evaluation recommended a review and rationalization of the current cluster system by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and the Inter-Agency Cluster Coordinator. It also called for them to facilitate discussions within each cluster to clarify roles and responsibilities and for OCHA to guide adjustment and adaptation of coordination systems that are better suited to local actors. Another recommendation for OCHA was to reduce reliance on meetings as a primary coordination mechanism.

57. The evaluation also recommended that senior programme staff in international agencies should promote establishment of village-level committees to improve consultation in affected communities; that the international community should support development of a national disaster risk reduction strategy incorporating

recovery activities at the community level; and that donors should make funding available for livelihood activities in response to Cyclone Nargis.

ESARO

Evaluation of "My Future is My Choice", an HIV prevention and life skills programme in Namibia

58. "My Future is My Choice" is an HIV prevention and life skills programme, structured as a peer education extracurricular programme that seeks to protect young people from HIV infection and other sexually transmitted diseases and unplanned pregnancies. An evaluation was commissioned in 2008 to address the relevance of the programme to young people and its delivery mechanism, including the quality and ability of facilitators and trainers to deliver the programme efficiently; the programme's effectiveness; and whether it has influenced the knowledge, skills and behaviours of learners, graduates and peer facilitators.

59. The evaluation utilized a mixed-method approach. Data collection efforts included administering questionnaires to learners who participated in the programme between 2006 and 2008; interviews with peer facilitators, teachers, school principals and trainers; focus group discussions with graduates and peer facilitators; and observation of training courses, both for facilitators and for learners. The evaluation also administered a survey on knowledge, attitudes, practices and behaviours to graduates and to a comparable sample of young people who had not participated in the programme.

60. The evaluation found that the programme was broadly perceived as beneficial to participants, implementers and participating schools. It also found that the programme reinforces content learned in life skills and science classes, and that its interactive participatory methods empower young people to be receptive to learning and to speak openly about sexuality and HIV/AIDS.

61. In comparing the knowledge, attitudes, practices and behaviours of participants and graduates with that of non-participants, findings indicated that programme participation equips young people with accurate information about HIV/AIDS and reproductive health. Self reports from participants show that they have become more knowledgeable about sexual and reproductive health; engage in less risky sex and related behaviours; and have learned negotiation skills necessary to deal with peer pressure. Young people also reported becoming more accepting of people living with HIV and AIDS and more confident communicators and role models for other young people.

62. Several areas of weakness were identified in existing programme arrangements, one being that topic knowledge gaps and high turnover among peer facilitators challenged the capacity to implement the programme. Also, the programme was viewed in schools as just another add-on, rather than an integral component of the life skills set needed by young people. The evaluation identified uneven monitoring of programme delivery and insufficient quality control as obstacles to effective programme implementation.

63. Programme participants, facilitators and other stakeholders expressed the need to expand the programme to reach more young people, beginning with making it a core component of the school curriculum and mandatory for all grade 9 learners.

Given current evidence on the potential achievements of a good peer education HIV prevention programme, the evaluation recommended packaging the programme as an important component of a more comprehensive HIV prevention strategy among young people. Such a strategy should include access to adolescent-friendly reproductive health services and additional strategies and incentives to address behaviour change. Also, the designers should develop measurable targets against which to assess progress towards the objectives of "My Future is My Choice".

64. Findings and recommendations of the evaluation were presented to the technical management team of the Ministry of Education and discussed by the UNICEF Namibia programme group and senior management team. As part of the follow-up, terms of reference have been prepared for the review and revision of programme materials to ensure quality enhancement and improvement in delivery.

TACRO

Midterm evaluation of the Bolivian Health Support Programme (2006-2011)

65. The Bolivian Health Support Programme aims to improve access to and quality of primary health care services, particularly mother and child care, and to strengthen public health sector management capacities at the central, departmental and local levels in the poorest departments of Oruro, Beni and Pando. While being implemented by the Ministry of Health in close collaboration with the National Productive and Social Investment Fund, the Bolivian Health Support Programme is an $18.4 million programme that relies on the support of UNICEF and the Canadian International Development Agency.

66. An external midterm evaluation was commissioned to assess the relevance and effectiveness of the programme to the health sector and to provide lessons to inform a possible second phase. The evaluation focused on three outcomes: the extent to which the programme had an impact on improving access to and quality of local services in basic maternal and infant health; whether the Ministry of Health and the three departments of health services had been strengthened; and whether efforts to renovate existing equipment and infrastructure were on track. A desk review of documents was conducted, as well as semi-structured interviews and focus group discussions. Additional data was obtained from testimonials and questionnaire responses. The diversity of data collection methods and sources of information allowed for triangulation of the findings.

67. The evaluation concluded that the programme was improving the population's access to health care services in Oruro, Beni and Pando. Key results were achieved in training and quality care; management, planning and capacity-building; and improving infrastructure and the provision of equipment. Notable reductions in child mortality and chronic malnutrition were seen in Oruro and Pando between 2003 and 2008, while vaccination coverage also improved. The evaluation noted that the programme was well integrated into the Ministry of Health system. Hence, many activities would continue to be implemented though there would be funding constraints once the programme finished.

68. The most important recommendation was to make reduction of maternal and neonatal mortality a priority of the programme. Other recommendations included the need for the Government to assume leadership of the programme, not only for

budget support, but at policy levels and the need to create an advisory council to provide inter-institutional coordination, synergy and experience exchange among programme components at national and regional levels. The advisory council should bring together all stakeholders and link health care services (supply) to civil society (demand). A number of recommendations were incorporated in the new plans for the remaining two years of the programme. For instance, a gender action plan was prepared that includes sexual and reproductive health education for men and "men-friendly services" at health centres.

MENA

Evaluation of UNICEF support to improve access to quality education for Iraqi refugees in Syria

69. An estimated 1.4 million Iraqi refugees arrived in Syria by mid-2007. Half of them were children, and 80 per cent were concentrated in Damascus and the governorate of rural Damascus. In 2007, the European Union provided 3 million euros to facilitate UNICEF support to efforts by the Syrian Ministry of Education to provide comprehensive humanitarian educational services through Education Support to Iraqi Refugee Children. The programme was expected to improve or rehabilitate school buildings and sanitary facilities, provide educational supplies and furniture, and enhance learning environments by developing school capacities to integrate Iraqi refugee children.

70. At the end of the initial funding period in 2009, an evaluation of the first phase of the programme was commissioned to gather evidence to assess overall impact, document good practices and lessons learned, and provide recommendations on how to enhance effectiveness in the next cycle (2010-2012). The evaluation team conducted a desk review of various programme reports and protocols and surveyed 123 schools, 740 teachers, 3,390 pupils, 454 parents and other stakeholders.

71. The evaluation concluded that the goal of providing access to 100,000 students throughout the country was not reached. This was partly because the number of Iraqi students residing in Syria was lower than estimated, resulting in a major difference between the set target and actual programme coverage. Also, the number of Iraqi school children declined by 33 per cent in 2009, due to Iraqi families returning to their home country or resettling in third countries, lack of interest in school, and expiration of residency permits. However, the evaluation identified some positive results — life skills training for teachers and counselors was instrumental in upgrading their skills on active learning methods and for understanding the psychosocial environment in which Iraqi children were living, and standards were established for supplies and school rehabilitation.

72. The evaluation noted that the collaboration between key stakeholders was strengthened, but beneficiaries' involvement was very limited. It was therefore recommended that the role of the Iraqi community in the programme should be clearly defined and their participation and involvement in programme design and execution encouraged.

ROSA

Evaluation of PRECISE, a comprehensive child injury prevention programme in Bangladesh

73. The World Report on Child Injury Prevention (2008) identified injury as a major public health problem, responsible for about 950,000 deaths of children under the age of 18 years. In Bangladesh, the International Centre for Diarrhoeal Disease Research established a demographic surveillance system that showed a dramatic increase in the proportion of child deaths due to injuries: 53 per cent in 2000, compared to 9 per cent in 1983. To identify effective and feasible interventions to prevent child injuries, the Centre for Injury Prevention and Research and its partners — UNICEF Bangladesh and The Alliance for Safe Children — designed a comprehensive community-based child injury prevention model, Prevention of Child Injuries through Social Intervention and Education (PRECISE).

74. PRECISE had three components: create safe homes by changing the hazard environment in and around the home and risk behaviours of household members; create safe schools by heightening knowledge and awareness among students and teachers on the potential risks and hazards of injuries and identifying the potential risk environments in and around school; and create safe communities through advocacy, day care for supervision of young children, swimming and water safety, disaster preparedness and a first response system.

75. The evaluation of PRECISE, a quasi-experimental community trial, was conducted in four intervention and two control areas, selected on the basis of high prevalence of all types of child injury, mortality and morbidity in rural and urban areas of Bangladesh. The total sample was 200,000 children in 40,000 households in each area.

76. As part of the pilot, an evaluation was conducted to examine the extent to which the intervention affected home, school and community safety. The evaluation study was a pre-post quasi-experimental design, which used the injury surveillance system and knowledge, attitudes, practices surveys as measures of the efficacy and effectiveness of the intervention. PRECISE was designed to include a significant investment in surveillance and monitoring to evaluate the effects of components and interactions between them, and to shed light on the efficacy of prevention in different groups, according to age, gender, type of injury and intensity of the intervention schedule.

77. The evaluation concluded that PRECISE achieved significant reductions in fatal and serious non-fatal child injuries in the intervention areas. It reported a 28 per cent reduction of injury deaths in children and youth under the age of 17 in the intervention areas; a 44 per cent decline in drowning, the single largest killer of children aged 1-4 years; and a 29 per cent reduction in injury-related hospitalization rates in children under the age of 17. Community day care was found to be effective in preventing injury mortality and morbidity among young children, while the SwimSafe programme was effective in preventing drowning in children aged 4 and older. A significant increase in students' knowledge on injury prevention was achieved through the school safety programme.

78. While the main recommendation was to continue PRECISE to monitor impact over a longer period of time, it was also recommended to increase the coverage of the safe home component immediately to larger proportions of the community to benefit more at-risk children. The evaluation further recommended expanding the scope of

SwimSafe to include resuscitation as a lifesaving measure. Also recommended was further research into behaviour change communication such as interactive popular theatre.

WCARO

Evaluation of the implementation of the integrated services package in elementary schools in Senegal

79. Given the large school-age population in Senegal, the programme of cooperation between the Government and UNICEF (2002-2006) refocused efforts to create demand for schooling, assist communities to maintain children in school, reduce the chronic shortage of infrastructure in remote regions and rural areas, and reform schools into healthy and protective environments for learning. This work is carried out through the Integrated Services Package (ISP), a joint initiative of UNICEF and the Government, which seeks to establish or provide resources for 500 primary schools in Ziguinchor, Kolda and Tambacounda regions.

80. ISP programme activities include establishing school cafeterias in partnership with the World Food Programme and providing deworming services and vitamin A supplementation twice a year. Other ISP activities include life skills training for teachers and students to induce behaviour change with regard to hygiene, nutrition, health, conflict prevention and management, and handling of anti-personnel mines; establishing or revitalizing school management committees; and building or rehabilitating school infrastructure in Kolda and Ziguinchor to support the relief and peacebuilding process.

81. The programme increased access to school in the three districts for girls and children from vulnerable groups, and performance on the end-of-primary certificate exceeded the national level. Repetition rates are decreasing and approaching the 5 per cent national target for 2010, while drop-out rates are below the 5 per cent target. Also, improvements in the physical and psychosocial environments motivated teachers and students to attend school and community members to get more involved in management. Overall, by providing operational support to increase community participation and students' care and protection, ISP broadened the vision of improving education quality for inclusion of marginalized or excluded groups.

82. To consolidate programme achievements and plan scaling-up of this initiative, one recommendation is to strengthen the partnership with the Canadian International Development Agency, Japan International Cooperation Agency, World Food Programme and Counterpart International to consolidate achievements and support improvements in the school environment as well as sharing of experiences. The evaluation also recommended greater involvement of communities and children to make schools child-friendly and to increase awareness of, and commitment to, the Convention on the Rights of the Child. UNICEF and the Government were challenged to work on a government-led process to qualify Senegal for Fast Track Initiative funding so they can bring the programme to scale.

83. Evaluation findings have been used to: sharpen the vision of UNICEF and partners regarding what constitutes a child-friendly school; enable UNICEF to advocate for expansion of strategic partnerships to improve the quality of education and scaling-up of the ISP through the Fast Track Initiative; and enable establishment of a community-based coalition to harmonize education interventions, thereby increasing the likelihood that gains from education interventions will be sustainable.

Annex

Status of MTSP evaluations and research planned and conducted, 2008-2009

Status is described in the following ways:

Pending: Still considered relevant but no action has been taken

Mobilization: Terms of reference finalized or under design; resources being gathered

Implementation: Field work under way or complete; analysis in process

Completed: Final report delivered; dissemination under way

Superseded: Original emphasis has shifted to a modified, higher priority

Title	*Status as of January 2010*	*Comment*
Programmatic evaluations. Determine if a programming strategy central to MTSP success has (a) an evidence basis of impact or (b) is being implemented with high levels of effectiveness.		
1. Immunization co-financing *(focus area 1)*	Completed	
2. Multiple micronutrient supplements – delivery strategies and impact on infectious diseases *(focus area 1)*	Superseded and Implementation	The emphasis has changed from a large-scale programme evaluation to a more controlled research trial in two pilot countries (Cambodia and Peru), with completion expected in March 2011.
3. Comprehensive and integrated follow-up of HIV-exposed infants after delivery *(focus areas 1 and 3)*	Implementation	Data collection in five countries completed; analysis and generation of reports under way.
4. Enhancing school readiness through child-to-child programmes *(focus area 2)*	Implementation	Pilot phase has been extended by one year to allow a deeper base of evidence to emerge. Completion expected in 2010.
5. Evaluation of the United Nations Girls' Education Initiative *(focus area 2)*	Mobilization	Pilot test scheduled for Ethiopia in 2010.
6. Child-friendly schools programming: global evaluation *(focus area 2)*	Completed	An additional six country case studies have been delivered in response to national requests.
7. Progress evaluation of the Education in Emergencies and Post-crisis Transition Programme *(focus area 2)*	Mobilization	Completion expected by October 2010.
8. Effectiveness of community-based early childhood development centres *(focus area 2)*	Pending	Scheduled for 2010.
9. Impact of linking social welfare services and cash transfers with school systems *(focus area 4)*	Superseded	A literature review (including evaluations) was published in the Vulnerable Children and Youth Studies journal.
10. Mine risk education impact evaluation *(focus area 4)*	Pending	A methodology will be developed in 2010 to enable the evaluation to take place at a later stage (perhaps 2011).

Title	*Status as of January 2010*	*Comment*
11. Strengthening national capacity development for humanitarian action *(cross-cutting)*	Superseded and completed	Focus was adjusted to inter-agency capacity (e.g. cluster leadership). Investing in Humanitarian Action: Evaluation of the DfID-UNICEF Programme of Cooperation.
12. Children and the 2004 Indian Ocean Tsunami: UNICEF response in Indonesia, Sri Lanka and Maldives (2005-2008) *(cross-cutting)*	Completed	
State of knowledge assessments. Knowledge building efforts are important for developing effective future strategies. These will include rigorous efforts to assess lessons learned by other partners.		
1. Patterns and policy implications of health inequalities *(focus area 1)*	Implementation	To be completed in 2010 in two regions.
2. Cost-analysis of programmes for PMTCT *(focus areas 1 and 3)*	Implementation	Data collection and analysis have been completed in two of five countries; the remaining three are to be completed in 2010.
3. Making budgets work for children *(focus area 5)*		
4. Civic engagement: new thinking and methodological innovation in social change approaches to development *(focus area 5)*	Implementation	
5. Children's issues in urban environments: a global situation analysis *(cross-cutting)*	Completed	The situation analysis was undertaken with a focus on urban poverty.
Corporate-level topical or operational effectiveness evaluations. Determine if (a) the cross-cutting programming theme is successful or (b) the organization is internally efficient. These require a well-developed set of examples from lengthy corporate engagement.		
1. Global evaluation of DevInfo	Completed	
2. A Study of UNICEF Engagement in Global Programme Partnerships	Completed	
3. UNICEF corporate partnerships	Completed	
4. Going to scale on the basis of pilot programmes	Superseded and Completed	Originally scheduled for 2010-2011, the management of pilot projects was undertaken as a performance audit by the Office of Internal Audit.